

Culpeper County Human Services: **Strategic Plan 2001-2004**

Calvin L. “Chip” Coleman, Executive Director

Message from the Director:

In order to respond to the national shift in human service philosophies and priorities, Culpeper Human Services has changed the way it does business to more effectively effectuate service delivery to our citizens and plan for the future. While there is still work to complete, we have moved forward with the development and cultivation of strong community partnerships and operating with the flexibility that allows for the unique and critical response systems at the local level. We continue to use and are committed to utilizing our expertise, knowledge and experience to support and implement a strategic plan that brings benefit to our customers.

EXECUTIVE SUMMARY

Culpeper Human Services recognized the need to develop and implement a strategic planning process involving a wide range of internal and external partners. Our planning process has resulted in the development of a new vision, mission and guiding principles, which we believe create a new vision for human services and provide greater accountability through an outcome driven system.

Culpeper Human Services, in whose name reflects the very changes in vision, is mandated to provide a wide range of social service and entitlement programs that touch residents and families every day. We serve many people with complex economic and social needs including those who struggle with poverty, abuse, neglect, powerlessness, and particularly those who are incapable of caring for themselves or are desperate for assistance.

Our newly defined mission of Human Services identifies self-reliance and protection as priority areas for programs and services. The Board has identified fostering personal and economic independence while also supporting individuals and families to fulfill their potential as our essential outcomes. Through this plan, we will continue to focus on the needs of our customers while redesigning the way we deliver and evaluate services.

VISION, MISSION AND VALUES (GUIDING PRINCIPLES)

Vision~

Every individual and family in Culpeper will achieve optimum well-being in a community that fosters self-sufficiency, independence, health, safety, and mutual support.

Mission~

To be a leader with other community partners to promote self-reliance and provide protection and support to enable individuals and families to fulfill their potential.

Guiding Principles~

Self-Sufficiency: We value programs that help people help themselves and expect parents to be financially responsible for their children.

Well-Being of Children: We value programs that support families as the foundation of our community and recognize them as the first resource for emotional and financial support leading to the safety, health, and well-being of their children.

Collaboration: We value community partnerships with leaders from the business, local government, civic, faith communities and neighborhoods, who work together to ensure self-sufficiency, independence, safety, health, and well-being of Culpeper residents. We are committed to creating innovative partnerships to achieve mutual goals.

Respect: We respect the dignity of the individuals we serve and recognize the diversity among ourselves and others striving for an environment free of bias and prejudice. We value programs that provide the most appropriate services in the least restrictive setting and recognize that individuals have an active role in decision-making concerning their lives.

Quality: We are committed to excellence in providing services to our clients. We strive to enhance our skills and continually work to improve the organization.

Staff: We are committed to our employees, fostering personal and professional development, innovation and teamwork. We recognize the fragility of our environment and work to ensure that it is both safe and secure.

Accountability: We have the responsibility to provide quality services in the most efficient and effective manner through meeting expected outcomes. We do this through evaluating, measuring and reporting.

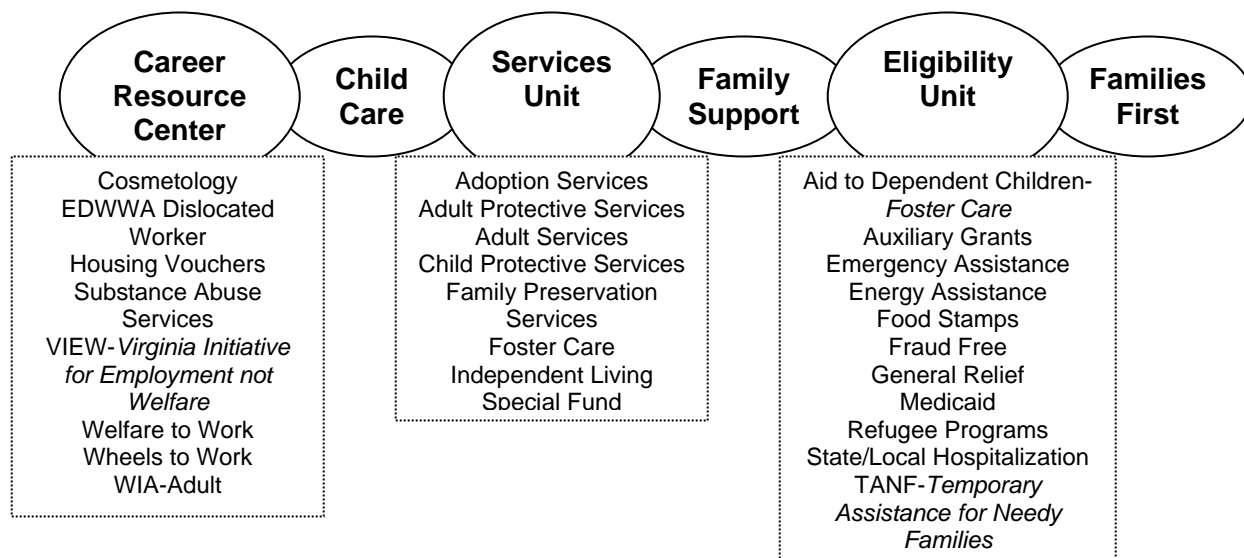
Fiscal Management: We are committed to providing operational efficiency and effectiveness as an integral part of providing quality and timely services.

Leadership: We value our roles as leaders within the State to develop human services programs.

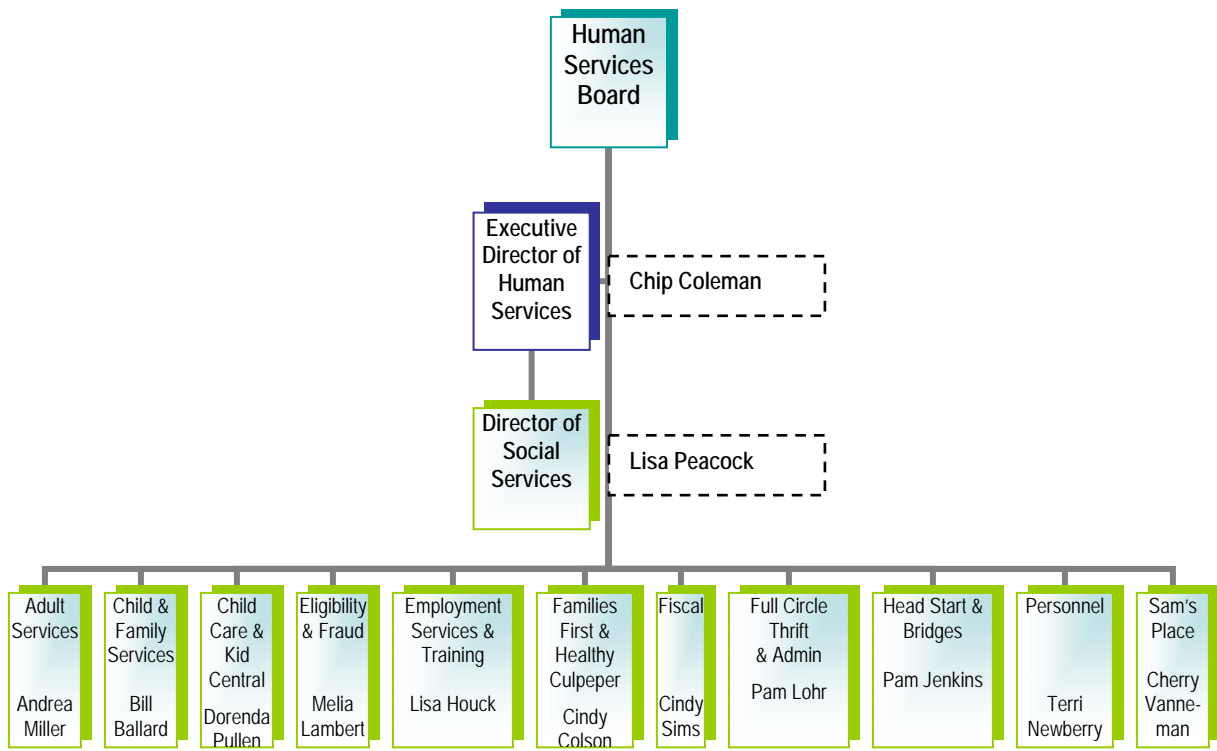
FIVE (5) CRITICAL GOALS

1. **Assist Culpeper County residents with meeting basic financial needs and attainment of economic security.** The Department will move towards programs aligned with this goal in supporting the movement of individuals and families to greater independence and self-reliance.
2. **Ensure the protection of children and adults in Culpeper County from abuse, neglect, and/or exploitation as mandated by the Code of Virginia.** The Department will support and promote prevention efforts for abuse and neglect towards children and adults and continue to provide protection services.
3. **Provide support for all families and children in Culpeper County.** The Department will serve as the agency of first resort for family support services and will function as the umbrella organization for customer-oriented services.
4. **Achieve optimal operational effectiveness.** The Department will strengthen its case management approach (Definition: Identification of needs/problems associated with a child/family, developing a coordinated service plan to reduce risk of removal, and providing follow-up services consistent with the plan) by exploring the effectiveness of a team-based approach to achieve a seamless service delivery system.
5. **Achieve other Departmental goals through the maximization of community support and additional resources.** The Department is in the best position to design and implement innovative programs that respond to the needs of the community and will work collaboratively with other community organizations to develop new resources to fund these programs and services.

ORGANIZATIONAL MANDATES



ORGANIZATIONAL STRUCTURE & RESPONSIBILITIES



The Culpeper Human Services Board is a nine (9) member Board appointed by the Culpeper County Board of Supervisors for four (4) year terms to provide policy and administrative oversight for the agency. The Board has the following responsibilities:

- **Policy:** Making policy decisions-establishment, review, and revisions
- **Planning:** Ensuring the development of long-range planning for human service programs; monitoring of agency activities
- **Finance:** Discretion over local funding; preparation and submission of budgets and reports to the local, state, and federal levels
- **Personnel:** Hiring the Director and assuring that performance standards are met; monitoring the performance of other personnel

The Executive Director of Human Services, Chip Coleman, represents all human service programs and point of view to the Board, other agencies, organizations, and the general public and is responsible for a long-range strategy to achieve the mission and providing leadership in developing program, organizational and financial plans to carry out that mission.

The Director of Social Services, Lisa Peacock, is responsible for providing oversight of all agency operations and in coordinating the development and implementation of a seamless social service delivery system for the individuals and families of Culpeper.

Twelve (12) Program Directors manage the day to day function of their assigned units and staff, if applicable. These include Adult Services, Child & Family Services, Child Care, Eligibility & Fraud, Employment Services & Training, Families First & Healthy Culpeper, Fiscal, Full Circle Thrift & Administration, Grants & Planning, Head Start, Personnel, and Sam's Place.

UNIT & PROGRAM DESCRIPTIONS

Adult Services

Coordinates the service programs oriented to adults with disabilities and seniors including Adult Services and Adult Protective Services.

Adult Services: To provide case management services including comprehensive assessments, written care plans to address unmet needs, and assistance and coordination of services as needed; needs assessment for in-home services and assistance with coordinating services; nursing home and ACR screenings for Medicaid funded long-term care; recruitment and approval of agency providers for companion services and adult foster homes.

Adult Protective Services: To protect older adults and persons with disabilities from abuse, neglect, and exploitation by investigating and providing for or arranging services, as necessary, to alleviate or prevent further mistreatment.

Child and Family Services

Coordinates the service programs oriented to children and families including Adoption, Child Protective Services, Family Support, Foster Care, and Independent Living.

Adoption: The goal of adoption is the third ranking permanency planning goal for Virginian children in foster care. Return of the child to the birth parents is the first goal and placement with relatives with a transfer of custody to the relative is the second goal. The goal of adoption is selected for children in foster care when the two higher-ranking goals cannot be achieved. The purpose of adoption services is to help children who have been permanently and legally separated from their birth parents become permanent members of a new family.

Child Protective Services: To identify, assess and provide services to children and families in an effort to protect children, preserve families, whenever possible, and prevent further maltreatment. CPS is non-punitive in its approach and is directed toward enabling families to provide adequate care for their children.

Family Support: To provide prevention and early intervention services to children and families who have risk factors that placed them at risk of foster care because of child abuse and neglect and other serious problems. This program places Family Support Workers into the county schools to provide on-going case management to the families referred to the workers.

Foster Care: Children who are at risk of abuse and/or neglect are placed into foster care. Foster care works with trained foster parents who are people (single or married; employed inside or outside the home) who open their home to a child and are committed to meet the individual needs of the child. Foster parents work in partnership with the child, the agency, and the birth parents to help in resolving problems and reuniting the family whenever possible. When determined necessary, some children are placed into residential facilities based on their needs.

Independent Living: To assist foster care youth, ages 16-21, in developing the skills necessary to make the transition from foster care to independent living

Child Care & Kid Central

Designed to offer child care programs consisting of day care for children ages 2 years to 5 years old, and before and after school care, as well as a summer child care program for school age children whose parents/guardians work. The childcare programs provide a choice of age appropriate activities that meet the physical, social and emotional needs of the children. Staff motivates children in exciting, enriching activities while providing quality interaction. Culpeper Child Care strives to make tuition affordable while providing quality attention, thoughtful guidance and activities that all children need. Revenue collected through fees will be used to increase the number of programs offered to students and training offered to staff. Summer camp, fondly known as Kid Central, operates all summer beginning one-week after school is dismissed and continuing through the middle of August.

Eligibility & Fraud

Provides assistance in accessing economic services available to eligible families and individuals by interviewing applicants, verifying financial circumstances, determining eligibility according to current policies and procedures, inputting information into the computer system, and investigating program abuse. The economic service programs include Temporary Assistance to Needy Families (TANF), Food Stamps, Medicaid, General Relief, Auxiliary Grants, Fuel Assistance, and other Emergency Assistance.

Employment Services & Training

Provides a comprehensive system of employment and training services and resources to align job seekers with jobs that match their short and long-term goals and employers with the workforce talent that they require. Other services aligned with work are also provided. The services include a Career Resource Center, Cosmetology Center, Housing Vouchers, VIEW (Virginia Initiative for Employment not Welfare), Welfare to Work, Wheels to Work, and services associated with the Workforce Investment Act.

Career Resource Centers-Culpeper and Orange Counties: The centers are one-stops for local workforce development. Job seekers will be able to search for jobs, receive assistance in conducting a job search, locate training and retraining opportunities, or conduct research on local, state, and national labor markets. Employers will be able to access job seeker resumes, information on public and private placement services, training opportunities for current or future employees, labor market information, laws which effect your business and various economic development and tax incentive resources. Training and Education opportunities are available for review at both the state level and regionally across the Commonwealth. Information is also available on financial assistance and pre-paid tuition Opportunities. Community Resources have been included to assist job seekers, their families, and employers with a wide array of information and assistance available throughout the two Counties.

Cosmetology Center: Cosponsored with Culpeper Public Schools to provide cosmetology training and experience to high school students and adults. On a space available basis, residents and high school students from other counties may be admitted as well. The Center is accredited through the National Accrediting Commission of Cosmetology Arts and Sciences.

Section 8 Housing Vouchers: Provides low income families with decent, safe and sanitary housing at prices which they can afford. Generally, housing is considered affordable if the family does not have to spend more than a HUD-determined percentage of its adjustable income for gross shelter, i.e., rent and utilities. The program does have a work requirement.

VIEW-Virginia Initiative for Employment not Welfare: Provides opportunities that

offer job stability and career options for its participants. Job development coordinators meet with business and industry leaders to develop employment packages and act as liaison with the Virginia Employment Commission and Career Connect and other organizations to identify potential areas of employment for VIEW clients. Through a combination of training to participants, and tax breaks and financial incentives to employers, the agency strives to provide pre-screened, job-ready candidates at the same level of service that would have to otherwise be purchased at competitive employment agencies.

Welfare To Work: Provides innovative services targeted to serve the most hard to employ TANF recipients with multiple barriers to employment including; job readiness training, employment activities, job retention and support services, transportation assistance, substance abuse treatment, child care assistance, emergency or short term housing, and other support services.

Wheels for Work: Provides vehicles to TANF clients to purchase through no interest, low payment loans. The loan payments become a revolving fund that allows the continuation of the program by allowing the agency to purchase additional vehicles to be sold. In cases where the client already has a vehicle, funds have been used for car repairs, car and insurance payments.

Workforce Investment Act (WIA): Programs consist of the Dislocated Worker Program and the Adult Program with both assessing the needs of the customers and providing eligibility determination, program suitability, career assessment, individual case management services, and funding for job training. The Adult Program also provides funding for some supportive services.

Families First & Healthy Culpeper

Healthy Families-Culpeper is the primary program of Families First; it is a voluntary intensive home visiting program serving Culpeper County families who are “at risk” or who are significantly overburdened.

Healthy Families: Families enter the program when they are expecting or have a newborn. Weekly home visits are made to each family, with the focus of each visit on the encouragement of positive parent-child interaction. Early visits often consist primarily of crisis management, with an assessment made of the family’s need for referral to additional community resources. Transportation to medical and WIC appointments is also provided. Home visits are available to the family until the youngest child in the family reaches school age. After the first months of participation in the program, home visits gradually decrease to a minimum of four visits per year as the family develops stability and a support system outside of the Families First program.

Healthy Culpeper is a nonprofit corporation composed of over 50 Community Partners in Culpeper committed to working together to promote a healthy, safe, and educated community. In alignment with the mission of Culpeper Human Services, this organization’s vision is one of a healthy community responsible for the acceptance and ownership of the physical, psychological, social, intellectual, emotional and spiritual needs of all of its members. Its committees are organized on the life-span continuum consisting of Early Childhood, Youth, Teen and Adult/Senior. The committee members, Community Partners and Board work together in partnership with the significant leadership role of Culpeper Human Services to develop and initiate local initiatives to fulfill its mission.

Fiscal

Provides fiscal management and administrative services to all programs of the agency including budget management and oversight and reporting.

Full Circle Thrift & Administration

Full Circle Thrift is a nonprofit corporation

Administrative services consist of clerical support and information technology support to promote interagency operation and effectively provide service delivery.

Grants & Planning

Provides support to the organizational and funding development of human services programs for the individuals and families of Culpeper by researching and analyzing funding opportunities, coordinating grant applications, writing/editing grant proposals as needed or requested, providing assistance with other grant programs and working to evaluate and plan for the needs of the agency in fulfillment of its long-term mission.

Head Start & Bridges

Head Start serves three (3) and four (4) year old low-income children in a center based program offering both full-year and school-year-only enrollment with the objective of working with other community partners to see that the children are prepared for success in school.

Bridges is a collaborative initiative with Child Care and Culpeper Public Schools to provide a four (4) week summer kindergarten orientation program for those students entering kindergarten in the fall regardless of income. However, low income children have first priority.

Personnel

Provides human resource support including all administrative services related to staff recruitment and retention and payroll coordination.

Sam's Place

Functions as a Community Resource Center for Culpeper.

STRATEGIC ISSUES

The Board has identified the issues shown below as central to its efforts in strategic planning for the agency. The “wedding cake” graph shows the primary issues for the Board, with Children and Youth Services as the “topper” and Adult Services and

Economic Development following closely behind. The base of the “cake” shows that Funding and a Relationship with Local Government are the foundation issues that support the Board’s ability to deal with all other issues and Departmental Organization as the supporting foundation for service issues.

